



Organization and Community Needs Assessment Report

Monterey Park Bruggemeyer Library

August, 2016

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Executive Summary

Purpose of the Assessments

The City of Monterey Park contracted with a consultant to perform an assessment in two phases: an organization assessment and a community library needs assessment. The purpose of the assessment was to gain a deeper understanding of the library and the community it serves. The intended outcome was a set of findings to support the development of programs, services, and facilities based upon community needs and available resources (particularly, funding).

The purpose the first phase, an organization assessment, was to set the stage for a broader study of community needs for library services. By looking at the Monterey Park Bruggemeyer Library through the eyes of the people who work at the library, it was possible to gain important insights about the library's current strengths, capacity, and constraints from some of the people who know the library best. In addition, the library was compared with other libraries in California in areas such as funding, collection, hours open, and staffing, using data obtained through the California State Library

The second phase, a community library needs assessment, was implement to understand the community's opinions about the library's collection, facilities, and services. Views of library stakeholders were solicited through a community needs questionnaire and focus groups.

Findings from the organization assessment (phase one), including the data gathered from the California State Library were then compared to the findings of the community library needs assessment (phase 2). The results of the organization and community needs assessments were consistent: On a positive note, the library and its staff are valued by local residents and demand for library services is strong. However, relative to other libraries in cities of similar size to Monterey Park, the library is underfunded, understaffed, and in need of a significant investment in an aging and diminished collection.

Methods

The City of Monterey Park issued a Request for Proposals for a library consultant to conduct an organization and community needs assessment. After a review of proposals submitted, the City selected Doug Green to complete the assessment.

The library organization assessment and community needs assessment process included the following elements: 1) project planning to establish a timeline and identify key stakeholders to engage in the assessment process; 2) surveying staff regarding current library operations; 3) convening a staff focus group to garner feedback about library operations; 4) analyzing data collected through a 2015 community survey; 5) reviewing data collected by the California State Library and comparing the Monterey Park Bruggemeyer Library to libraries across the state and within a peer group of libraries in communities of similar size and demographics; 6) developing a needs assessment questionnaire available online and via hard copy in high-traffic public locations, including the Library; 7) facilitating three (additional) focus groups with community stakeholders; 8)

compiling and analyzing data gathered through secondary research, the questionnaire, and focus groups; 9) and providing this final report to the Library's board of trustees.

Summary of Key Findings

- ***The Monterey Park Bruggemeyer Library enjoys loyal patronage*** from the community. Compared to libraries across the state and among peers from cities of similar size, the library enjoys a higher than average circulation per hours open.
- ***Library staff are well-regarded by the community.*** Over half of respondents to the community questionnaire (56.3%) indicated that staff assistance makes it easier to get what they need at the library. In addition, the quality of the library staff was mentioned by participants in all focus groups who cited staff's customer service, professionalism, and helpfulness.
 - Although staff is well-regarded, Monterey Park's library is understaffed relative to other libraries. The library has a staff of 0.40 per 1000 residents compared to 0.42 for all libraries in California and 0.61 for the peer group.
- The Monterey Park library is open fewer hours than other libraries in the peer group and across the state. Questionnaire respondents mentioned the need for additional hours twice (in open-ended questions about how to improve the library). Participants in all focus groups mentioned the need for additional hours, particularly during evenings and weekends.
- ***All parts of the collection were rated very important or important*** by a majority of questionnaire respondents. Highest rated elements of the collection were materials that support research for school (or work) projects, new and popular books, and children's books and DVDs.
 - Monterey Park spends less per capita on library services than averages for libraries throughout California and within the peer group (\$29 per capita versus an average of \$48 and \$51.90, for California and peer cities, respectively).
 - One result is that spending on the collection is lower than average. Monterey Park spends less of its library budget on its collection than other libraries, on average. The city spends 3.98% of its library budget on collection versus 7.63% for the peer group and 8.82% for libraries across the state.
 - Monterey Park has fewer books to share with its citizens than other libraries, on average. The Library has 2.62 volumes per capita compared to an average of 2.96 for cities in the peer group and 3.38 for cities across California. Library users have noticed; over 20% of questionnaire respondents said that one of the things that makes it difficult to get what they want at the library is the lack of materials that are interesting to them.
 - The importance of improving the library's collection was mentioned in three out of four focus groups. Of staff surveyed, 39% indicated that the collection "needs improvement."
- ***There is strong demand for programs and materials in a Chinese language.*** Of the survey respondents 113 out of 214 indicated that they would be more likely to check out materials if they were written in a language other than English. Of these, 77% said they would prefer to read materials in a Chinese language.

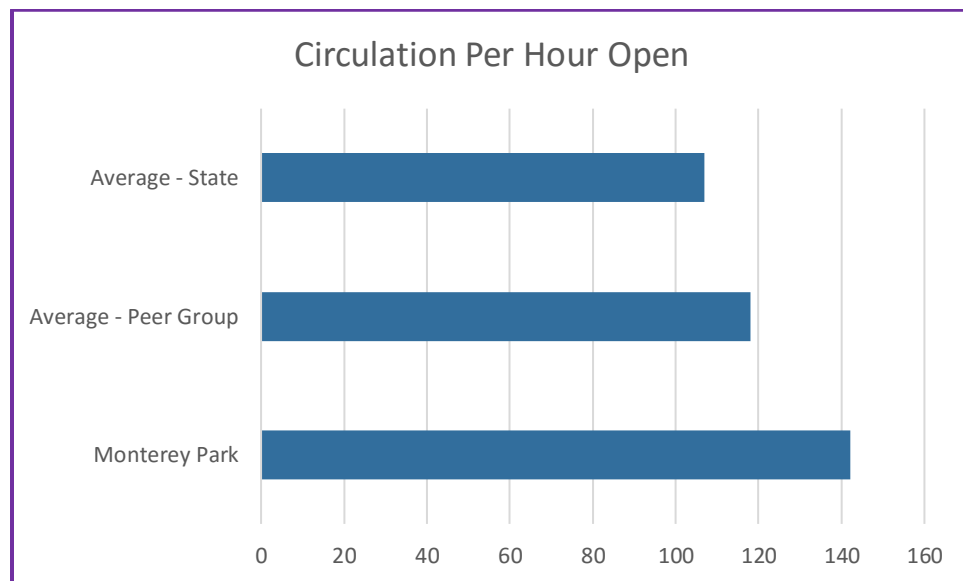
- ***The programs currently offered by the Library are valued by the community.*** A majority of questionnaire respondents rated all current library services as very important or important. The programs with the highest ratings were classes to support employment and careers, computer classes, and classes to build skills in a second language.
 - Increasing programs to support the use of technology, especially for young people was a key theme in three of the four focus groups.
- ***The Library's success has created some 'growing pains.'*** Demand for Library services has resulted in calls for more seating/study tables, less noise, and more parking. When asked what makes it hard to get what you need at the library, survey respondents most often indicated inadequate parking and overcrowding. Increasing space at the library and available parking was mentioned in two of the four focus groups.
- ***Access to technology is important to library users.*** A majority of questionnaire respondents rated all current elements of technological support as either very important or important. The most highly rated technological supports were Wi-Fi availability, high-speed Internet, and access to computers.
 - When asked about ***potential additional technologic support at the library***, printing via Wi-Fi, online tutoring, and an interactive library website were the top-rated technological enhancements.
 - The importance of enhancing technology at the library was mentioned in three of the four focus groups, including increasing the availability of computers, adding computer/technology classes, making the library's website more interactive, and increasing the use of social media to communicate with the public.
- In imagining the ***'ideal future for the Library'*** the most commonly mentioned differences between the current library and the ideal cited by participants in focus groups were:
 - General expansion of what is currently offered
 - Hours
 - Staff
 - Parking
 - Sustainable funding
 - Enhanced technology
- The most common ***recommended improvements*** to the Library made by focus group participants were:
 - Extend the hours the library is open
 - Increase community outreach
 - Improve the collection
 - Increase funding for the library

Findings: Organization Assessment

Strengths of the Library

Key strengths of the Library identified during the process included:

- Patronage. Data from the California State Library supports the view of staff that library patronage is a particular strength in Monterey Park. While the Library is open fewer hours each week compared to other libraries (39 hours per week versus 39.75 for the peer group and 42 for libraries across the state), circulation per hour open is significantly higher (20% and 32% higher than peer group and state averages, respectively), as shown in the table below. There are many possible reasons for the loyalty that the library enjoys from its patrons, including a friendly staff that reflects the diversity of the community, interesting and culturally-diverse programs, a modern facility with access to computers, and consumer-friendly policies (e.g. low fines and charges).



- Staff. Staff and management noted the friendly customer service at the library as well as the diversity of the staff. Language access is provided through a number of staff members who speak languages other than English.
- Programs. The library's current programming is one reason that the library enjoys such loyal patronage. The library's most popular and well-attended programs were described as diverse, multi-cultural, and relevant. Staff mentioned classes on topics that included citizenship, computers, and literacy.

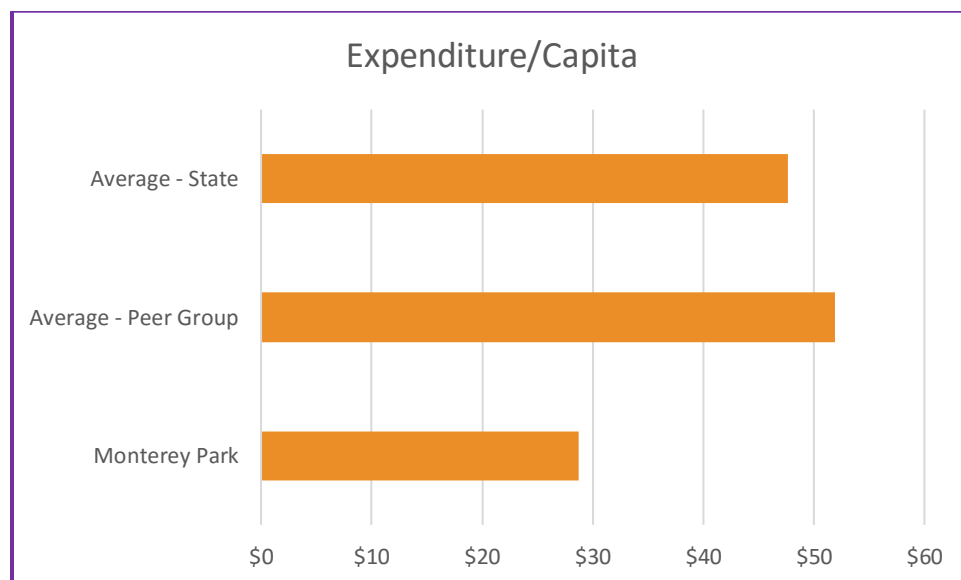
Key Program Facts	
143	Program Volunteers (who average 10,389 hours annually)
173	Adult Programs with 3752 in attendance
72	Young Adult Programs with 1976 in attendance
291	School Age Programs (no attendance records)
133	Pre-School Programs (with 5801 in attendance)

- **Facility and Equipment.** The library is located in a large and (relatively) new facility with adequate space for collections and programs. The library's 62 public computers provide public access to high-speed Internet and the library's own databases.
- **Community Outreach and Engagement.** Another key strength of the library is its engagement of the community as evidenced by the number of volunteers, outreach events (e.g. Chinese New Year), and in-kind support from businesses. The library currently has 143 program volunteers. In-kind donations include computers and books (particularly donations to the international collection).
- **Other strengths.** Other strengths identified through the assessment include:
 - The Chinese collection.
 - Outreach to schools and other specific community partners.

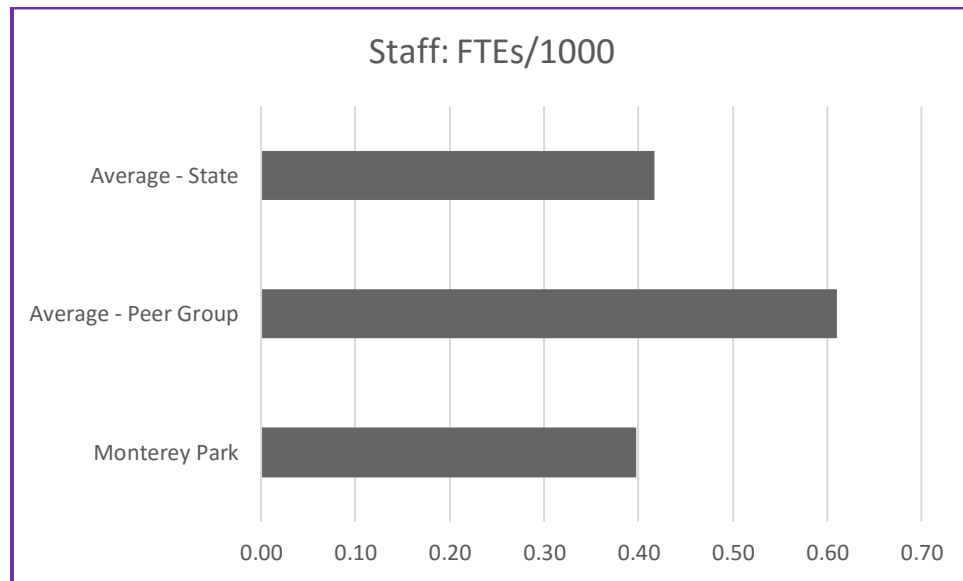
Areas of Needed Improvement

The consultant identified the following areas of needed improvement:

- **Staffing.** In response to the budget cuts in 2010, the library reduced staff from over 30 FTEs to 24.59 FTEs. The result is that the library is open fewer hours. Program expansion and the capacity for community outreach are also limited by the fewer number of staff. The reduced library funding places local library expenditures lower than both state and peer group averages:



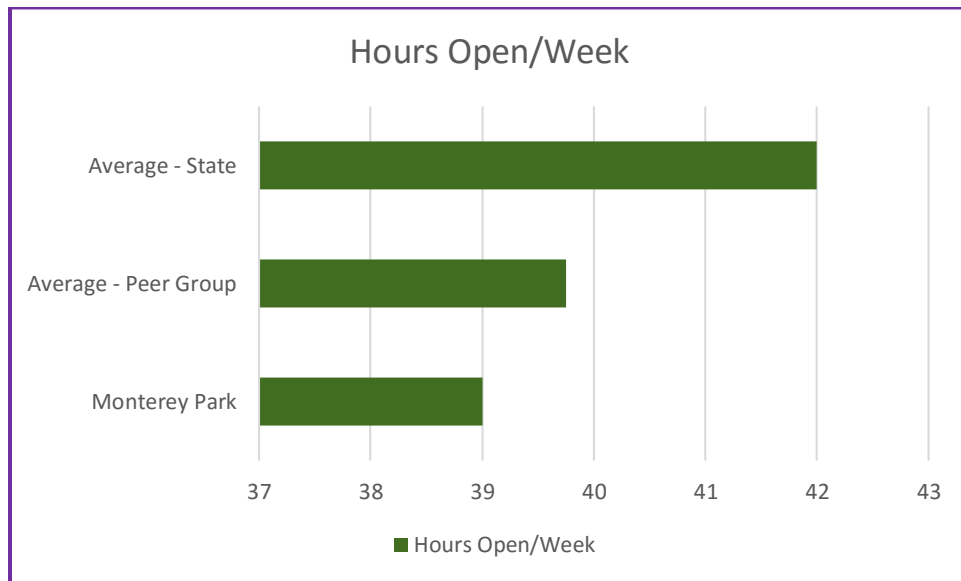
The chart below shows that the Monterey Park Bruggemeyer Library has fewer full-time equivalent staff members (FTEs) per 1000 citizens than other libraries across California and within the peer group.



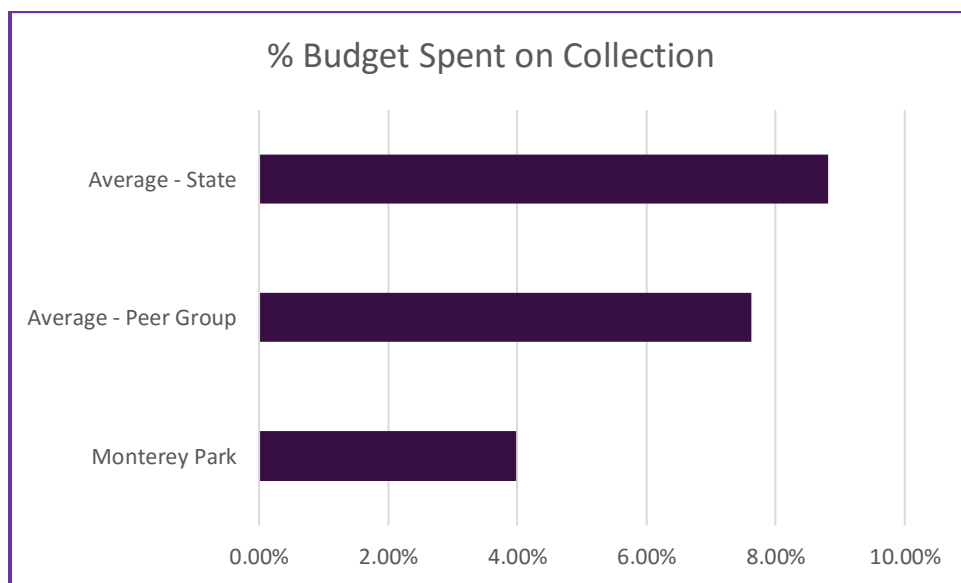
There is a need to re-build staff to pre-2010 levels and strengthen staff capacity by hiring and retaining innovative and experienced professionals and paraprofessionals. There is also a need for staff mentoring in a way that builds their skills and allows them to take on expanded roles within the department.

In addition, the Library must continue to demonstrate a commitment to inclusivity in library services and programming by employing staff members and engaging volunteers who speak, read, and write in the languages spoken in Monterey Park's community.

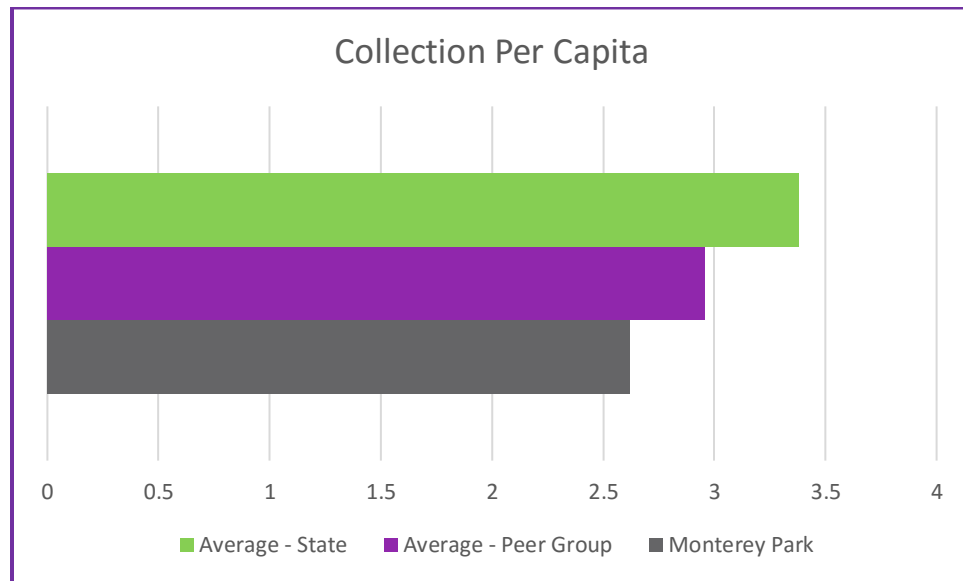
- Library hours. In response to the 2010 budget cuts and staff reductions noted above, the library reduced the number of hours it is open to the public from 54 per week to 44 per week currently (the hours dipped to 38 per week until additional Friday and Saturday hours were re-introduced in 2013 and 2014). When asked about the library's hours last summer (in a survey that was not a part of this assessment), 66% of those surveyed felt that expanding library hours was important. Given the demand for library services in Monterey Park (as evidenced by the circulation per hour open), there is a need to increase the number of hours that the library is open. This includes opening the library one additional evening and extending hours on Friday and Saturday to a full day. A comparison of the library's hours to state and peer group averages is shown in the following chart.



- Collection. When asked about the library's collection last summer, 67% of those surveyed felt that increasing the book collection was important. While the library's collection may include areas of strength (the Chinese collection is noted above), library staff and management agree that if the collection was thoroughly (and appropriately) weeded to remove outdated volumes, the shelves would appear relatively bare. This finding is supported by comparison data. The chart below shows the relative percentage of library expenditures on collections for Monterey Park Bruggemeyer Library and its peers:



The chart below shows the results of reduced spending on the collection: a smaller number of volumes per capita than other libraries.




Staff identified the following specific areas of collection development:

- Materials that support school research, jobs and careers, job testing;
 - New books and DVDs (for adults and teens, including popular fiction)
 - Materials that support: program themes, technology, and classes;
 - Access to newly published Chinese materials;
 - Building the Children's collection (which accounts for approximately 70% of total library circulation);
 - More newspapers and magazines; and
 - Digitization of special collection materials.
- Technology. When asked about the library's technology last summer, less than half (48%) of those surveyed felt that the library's technology meets their needs. Though the library currently provides 62 public computers and high-speed Internet access, it will take a concerted effort and additional resources to stay abreast of technological innovation. There are several areas of needed improvement identified by staff and management:
 - Migration from the current library data system, Millennium, to Sierra, an updated, cloud-based integrated library system architected for access while maintaining a high level of reliability;
 - Purchase of an additional self-checkout machine adaptable to RFID;
 - Purchase a point of sale or magstripe reader that works with an iPad;
 - Purchase of two 3-D printers for a makerspace;
 - Appropriate computer hardware replacements and upgrades;
 - Development of a state of the art website and web marketing strategies;
 - Purchase of two ceiling mounts for LCD projectors used in the classrooms;
 - Addition of Wi-Fi printing and color printing options on all computers; and

- Purchase of a microfilm reader.
- Facility and Equipment. Although the library building is relatively new (completed and occupied in 2006), the staff and management identified several recommended areas of improvement for the library's facility and equipment:
 - More Study Rooms;
 - Mobile shelving units to make room for: more reading tables/chairs, classrooms, program space and makerspace, digital audio, video, and photography stations, digital creation stations, craft and sewing stations, robotics stations, music stations, career stations, and job testing stations.
 - The addition of a coffee kiosk, art, plants, and/or other enhancements to a sense of 'place;'
 - A dedicated copy machine for passports;
 - A generator to operate the library independent of SCE due to regular power outages that interrupt services to patrons and exhaust backup systems;
 - The addition of vehicles and book vending machines to assist library staff in reaching out to meet local residents where they live, work, and play; and
 - Development of a dedicated space for teens, including a dedicated computer area.
- Programs. When asked about the library's programs in a survey conducted last summer (not a part of this assessment), those surveyed identified the following new educational programs that they would like to see the library offer:
 - Employment/career education (43% of respondents);
 - Programs for a second language (35%);
 - CCS; Social Security; HUD; Senior Assisted Living, etc. (30%);
 - Programs for patrons 65 years or older (24%); and
 - Women's empowerment programs (21%).

Staff offered the following additional recommendations about program development:

- Enhance computer class offerings (including classes in use of mobile technology and social media)
- Lynda.com subscription to place tutorials on website;
- More cultural arts programs on music, dance, and visual art;
- Language interpretation to improve access for non-English speakers; and
- Increase culturally diverse programming (including more programs in Mandarin).
- Other improvements needed. In consultation with staff and management of the library, staff identified several other areas of improvement needed at the library:
 - Increase outreach to and engagement of the community, including partnerships with other community organizations, to enable staff to gain a greater understanding of community needs and wants, and to develop programs and services that the Library might not be able to do on its own;

- 
- Translating flyers, calendars, and other publicity materials into languages spoken in Monterey Park's community; and
 - Engagement of the community through social media (due in part to City policy).

Findings: Library Needs Questionnaire

The following is a summary of the results a survey of 214 Monterey Park residents conducted between May 23 and July 11, 2016.

Question 1: What is your age?		
Answer Options	Response Percent	Response Count
Under 12	2.3%	5
12-14	1.4%	3
15-18	3.3%	7
19-25	7.5%	16
26-36	15.9%	34
37-45	13.1%	28
46-55	24.3%	52
56-65	5.1%	11
Over 65	23.4%	50
Prefer not to answer	3.7%	8

Question 2: What is your zip code?		
Answer Options	Response Percent	Response Count
91803	6.7%	14
91754	38.5%	80
91755	28.8%	60
90022	1.9%	4
91770	7.2%	15
90640	4.8%	10
91801	3.8%	8
91776	3.4%	7
Other	4.8%	10
Other Zip Codes (Frequency of 2 or less): 90063, 91001, 91011, 91108, 91640, 91732, 91755, 91789		

Question 3: How often have you visited the library in the past 12 months?		
Answer Options	Response Percent	Response Count
Did not visit library in the past 12 months.	6.1%	13
1-5 times	14.2%	30
6-12 times	20.3%	43
13-24 times	13.2%	28
More than 24 times	46.2%	98

Note: 20.3% of responses came from individuals who have visited the Library zero to five times in the past year; 45.2% of responses came from users who visited the Library more than 24 times last year.

Question 4: Would you be more likely to attend a library program presented in a language other than English?		
Answer Options	Response Percent	Response Count
Yes	48.0%	98
No	52.0%	106
answered question		204

Question 5: If yes, which language would you prefer?		
Answer Options	Response Percent	Response Count
Chinese (Cantonese)	27.0%	31
Chinese (Mandarin)	49.6%	57
Korean	1.7%	2
Vietnamese	3.5%	4
Japanese	2.6%	3
Spanish	14.8%	17
Hindi	0.9%	1
Other (please specify)		
▪ Thai (2)		
answered question		214

Note: A majority (76.6%) of survey respondents who prefer programs in a language other than English prefer a Chinese language.

Question 6: Would you be more likely to check out library materials if they were written in a language other than English?		
Answer Options	Response Percent	Response Count
Yes	55.1%	113
No	44.9%	92
<i>answered question</i>		205

Question 7: If yes, which language would you prefer?		
Answer Options	Response Percent	Response Count
Chinese (Traditional)	50.4%	60
Chinese (Simplified)	26.9%	32
Korean	1.7%	2
Vietnamese	2.5%	3
Japanese	0.8%	1
Spanish	17.6%	21
Other (please specify):		
<ul style="list-style-type: none"> ▪ Thai (2) ▪ Arabic 		
<i>answered question</i>		119

Note: A majority (77.3%) of survey respondents who prefer materials in a language other than English prefer materials in a Chinese language.

Question 8: How much do you value the following parts of the Library's collection?

Answer Options	Very Important	Important	Somewhat Important	Not Important	Don't know/Doesn't apply to me	Average Rating 0-4
Materials that support research for school (or work) projects	125	57	6	5	8	3.42
Materials re: jobs and careers	95	60	30	5	7	3.17
Materials that support success in job testing	85	66	29	9	8	3.07
New/popular books	110	59	22	6	6	3.29
New/popular DVDs	71	64	34	21	5	2.90
Materials that support library's classes (e.g. computer books)	98	63	27	7	8	3.16
Children's books and DVDs	102	61	24	6	9	3.19
Newspapers and magazines	68	80	37	13	3	2.98
E-books, electronic media	73	69	37	11	9	2.93
<i>answered question</i>						205
<p>What other books or materials would you like to see at the library?</p> <p>Books</p> <ul style="list-style-type: none"> ▪ Young adult books ▪ Women's current non-fiction, self-help, and fiction ▪ More popular teen books ▪ Biographies ▪ More kids books for children under age four ▪ Book series (Harry Potter, Series of Unfortunate Events, Goosebumps, etc.) and fiction ▪ Dictionary ▪ More English books ▪ More new books <p>Language access</p>						

- Bilingual Spanish/English books and DVDs for kids. Bilingual learning for kids/toddlers at computer lab. Read Along Books.
- Chinese story books
- Chinese magazines from Hong Kong
- Korean newspapers

News

- Parenting, international news
- Newspapers
- Online subscription of magazines and major newspapers

Technology

- Drawing tablets with Photoshop installed for the people who can't afford Photoshop
- More computer classes or tutoring

Art

- Coloring or art stations at least once a week
- Urban sketching, sketching, and watercolor books

Also mentioned (more than three times): text books and exam prep books, DVDs, audio books

Note: All parts of the collection were rated very important or important by a majority of respondents. The highest rated components of the collection were materials that support research for school (or work) projects, new and popular books, and children's books and DVDs.

Question 9: How much do you value the following technological support currently offered by the library?

Answer Options	Very Important	Important	Somewhat Important	Not Important	Don't know/Doesn't apply to me	Average Rating 0-4
Access to computers	132	47	9	3	5	3.52
Access to Wi-Fi	137	46	8	2	3	3.59
Access to the online catalog	103	62	22	3	4	3.32
Access to library databases	95	65	23	5	8	3.19
Printer	98	59	29	5	5	3.22
High-speed Internet	128	50	12	3	3	3.52
What other technology currently offered by the library do you value? <ul style="list-style-type: none"> ▪ iPad (3) ▪ Copier ▪ Blu-Ray DVD player for movie days on Wednesdays ▪ Computer equipment (including headsets) ▪ Computer classes 						

Note: A majority of respondents rate all current elements of technological support as either very important or important. The most highly rated technological supports were access to Wi-Fi, high-speed Internet, and access to computers.

Question 10: How much would you value the following additional technological support from the library?

Answer Options	Very Important	Important	Somewhat Important	Not Important	Don't know/Doesn't apply to me	Average Rating 0-4
Color printing	69	57	43	10	12	2.84
Printing via Wi-Fi	86	54	28	6	17	2.97
Online tutoring	73	70	33	7	12	2.95
Access to e-readers (Kindle, Nook, etc.)	65	58	37	15	16	2.74
3-D printer	56	39	48	32	17	2.44
Interactive library website	72	68	34	7	13	2.92
Information about library programs delivered online through social media	64	72	38	8	11	2.88

What other technological support would you like to see offered by the library?

- Phone charging station
- Technology offered to toddlers/children. Online tutoring, learning programs.
- High speed Wi-Fi
- Interaction with social media (Twitter, Instagram)
- RFID
- Easier access to printers (i.e. Alhambra Library)
- Better databases


Note: A majority of survey respondents valued every element of additional technologic support as either very important or important. The highest rated potential new elements of technological support were printing via Wi-Fi, online tutoring, and an interactive library website.

Question 11: How much do you (or would you) value the following Library programs?

Answer Options	Very Important	Important	Somewhat Important	Not Important	Don't know/Doesn't apply to me	Average Rating 0-4
Classes to support employment and careers	99	68	16	4	8	3.26
Classes to build skills in a second language	101	64	21	6	6	3.25
Information sessions on government programs	69	82	31	6	8	3.01
Information sessions for seniors, ages 65+ (e.g. session on assisted living)	78	67	32	7	10	3.01
Passport services	74	68	34	12	8	2.96
Programs for women	78	65	37	8	6	3.04
Computer classes	94	71	21	5	4	3.26
Access to online classes (e.g. Lynda.com)	76	57	39	8	9	2.97
Arts programs	72	63	36	15	6	2.94
Dance programs	54	61	39	27	9	2.65
Film	56	63	42	22	11	2.68

What other programs would you like to see at the library?

- Children's programs, including tutoring (6)
- Authors/speakers (3)
- Art exhibits
- Craft/fun classes
- More technology classes
- Reading programs
- Silent study rooms
- Teen programs
- Yoga



Note: A majority of survey respondents rated all of the currently offered library programs as either very important or important. The programs with the highest ratings were classes to support employment and careers, computer classes, and classes to build skills in a second language.

Question 12: How would you rate the following aspects of the current library facility?

Answer Options	Excellent	Above Average	Below Average	Poor	Don't know/Doesn't matter to me	Average Rating 0-4
The availability of study rooms when I need them	92	55	11	0	32	2.92
The availability of study tables and chairs when I need them	88	67	12	3	19	3.07
The size and comfort of the classrooms	99	59	8	1	21	3.14
The meeting rooms/gathering places for community groups	79	72	9	1	22	3.01


Do you have other thoughts about the current library facility?

Recommendations:

- Try to be open more hours.
- More tables with charging ports (or chairs with charging ports)
- More tables
- More computers
- More study rooms with whiteboards and markers would be best. Lots of study rooms don't have markers or erasers.
- Have less requirements to get a study room
- Varying sizes of study rooms and more comfortable chairs
- The upholstery is gross and there is dust everywhere. I wish the Internet wouldn't go out so often.

Praise:

- I love the children's section! It's wonderful.
- I love and enjoy Read time.
- It's enjoyable and comfortable.
- Great library
- The children enjoy the play area, blocks, puppets, kitchen, etc.
- Love it. It's spacious with toys that require creativity, engineering, and lots of imagination.
- Nice size bookstore



Note: A majority of survey respondents rated all aspects of the current library facility identified in the survey as either excellent or above average. The highest rated aspect of the facility was the size and comfort of the classrooms.

Question 13: How would you rate the importance of the following potential upgrades to the library facility?

Answer Options	Very Important	Important	Somewhat Important	Not Important	Don't know/Doesn't apply to me	Average Rating 0-4
Audio/visual stations	75	49	36	9	11	2.93
Photography stations	53	53	46	14	17	2.61
Digital creation stations	57	52	40	11	22	2.61
Craft and sewing stations	56	40	46	22	14	2.57
Music stations	58	53	43	12	14	2.72
Job testing/career stations	81	55	30	6	14	2.98
Book 'vending machines' to allow checking out materials closer to my home or office	54	52	30	25	20	2.52
Dedicated space for teens	69	60	28	9	14	2.89
Refreshments (e.g. vending machines or coffee kiosk)	55	37	30	44	16	2.39

Do you have other thoughts about enhancing the library facility?

- Add a room where people can eat (2)
- Longer hours, every day until 9:00 p.m. (2)
- I've noticed that the bathroom near the entrance is often smelly/dirty.
- Expand the parking space.
- Order book online pick up library.
- More comfortable
- More space
- Anything to lessen rowdiness from unsupervised kids
- More study rooms and a "discussion room"

Note: When presented with the list of potential upgrades to the library facility, survey respondents rated job testing/career stations, audio/visual stations, and dedicated space for teens highest among possible upgrades.

Question 14: How do you prefer to get information about community services and events?		
Answer Options	Response Percent	Response Count
Friends and family (word of mouth)	39.8%	74
Newspaper in my native language	29.0%	54
Email	45.7%	85
Newsletters	32.3%	60
Brochures mailed to me	28.0%	52
Social media (Facebook, Twitter, Instagram, etc.)	34.9%	65
What other ways to you prefer to get information about what's happening in the community? <ul style="list-style-type: none"> ▪ Text (2) ▪ Social Media (e.g. Facebook) (2) <ul style="list-style-type: none"> ▫ WeChat and QQ ▪ Fliers and handouts (2) ▪ Online/email (2) ▪ Announcements at the library ▪ Bulletin boards ▪ Community newspaper ▪ Flyers in shop windows ▪ Mail ▪ Newspapers and social media 		

Note: Survey respondents most often indicated that email, word of mouth, and social media are their preferred ways of receiving information about community services and events.

Question 15: What makes it easier to get what you need at the Monterey Park Bruggemeyer Library?

Answer Options	Response Percent	Response Count
Welcoming environment	48.6%	89
Staff assistance (general)	56.3%	103
Help with research	25.7%	47
24/ hour, 7 days access to online library collections and services	31.7%	58
Parking	30.6%	56
Materials, plentiful and easy to find	40.4%	74
What else makes it easy to get what you need at the library? <ul style="list-style-type: none"> ▪ Computers ▪ Online catalog ▪ Learning English ▪ Quiet space ▪ Activities and toys for kids, books, space, and great story times 		
<i>answered question</i>		183

Note: Survey respondents most often indicated that staff assistance and a welcoming environment made it easier to get what they need at the library.

Question 16: What makes it hard to get what you need at the Monterey Park Bruggemeyer Library?

Answer Options	Response Percent	Response Count
Too crowded	27.3%	35
No place to sit	21.1%	27
Long waits for staff assistance	9.4%	12
Parking	37.5%	48
Lack of materials that interest me	20.3%	26
Difficult to find materials	19.5%	25
Distance from my home	12.5%	16
What else makes it hard to get what you need from the library? <ul style="list-style-type: none"> ▪ Hours open (3) ▪ Not enough parking (3) ▪ Not being able to print color copies from the computer ▪ Not enough computers ▪ Not enough rooms for study groups/discussion ▪ Sometimes loud ▪ Sometimes particularly understaffed ▪ The cost of printing is quite expensive 		
answered question		128

Note: When asked what makes it hard to get what you need at the library, survey respondents most often indicated a lack of parking and overcrowding.

Question 17: If you are a parent of school age children, what services or programs do your children use at the library?

Answer Options	Response Percent	Response Count
Books - personal reading	48.9%	44
Research/homework	16.7%	15
Access to computers/technology	11.1%	10
Youth programs	14.4%	13
Socializing with others	8.9%	8
<i>answered question</i>		90

Note: When asked what services or programs their children use, parents responding to the survey most often indicated books.

Question 18: Is there anything else we can do to improve the library?

Listed in order of frequency:

Programs (12)

- More programs like music classes or computer classes (3)
- Sports and activities for toddlers and kids even throughout the year, not only in the summer
- More parent and child programs
- Motivational program for reading
- More citizenship classes
- More music for toddlers' story time on Thursday
- Free tutoring
- Children's classes on Wednesday after 5 pm. Most parents work until 5 pm.
- More classes where kids can interact with each other like Story Time
- Mandarin classes

Technology (5)

- Digital art tablets available
- More manga, more computers
- State of the art multimedia conference room
- Wi-Fi access bypassing use of library card
- Upgraded computers

Noise (5)

- Keep unsupervised kids and/or rowdy kids out
- Noisy students
- Keep the kids quiet
- Kids playing games on the computers in the main room
- More noise control

Facility (5)

- Study rooms
- Would be nice to have a expedience machine
- The restrooms are dirty, especially the ones on the second floor
- Food area where people can buy food or eat there
- Expand parking

Collection (3)

- Add DVDs that are not there
- New books, fiction/non-fiction
- Add to Spanish collection for children and adults

Hours (2)

- Open more hours
- Open 9 am to 9 pm every day

Other

- More fun events (like Halloween carnival and New Year festival)
- Allow students/people to use their phones as long as it's on silent; using phones to do homework is becoming more required. Teachers like to post information online
- Build a social welfare enquirer (the Cantonese people)
- Make this a county library

Praise for the library

- We love coming to the library! Friendly staff 😊
- I love this library! I especially love the children's section and the children's librarian

Findings: Focus Groups

The comments of 33 library stakeholders who participated in one of four focus groups are summarized below. The methodology used for the focus groups was Appreciative Inquiry (AI), a process commonly used in community-based planning efforts. The AI Cycle begins with an exploration of strengths. It then encourages dialog about the ideal future or best case scenario for an organization. Finally, AI engages participants in making recommendations to advance the community toward the ideal future. The focus groups were guided by these questions:

1. What is one thing you appreciate about the Library? Are there other strong points or best features of the Library that haven't been mentioned?
2. What's the 'best case scenario' for the future of the Library? What, in your opinion, is the Library's ideal future, say 10 years out? How would the ideal Library look different than the current Library (if at all)?
3. How do we get there from here (with prompts, below, provided as needed to encourage dialog) to there?
 - a. What are areas that need improving – books, technology, facility upgrades, or programs that should be expanded?
 - b. What's missing? What are your concerns about the library's current programs, collections, or services?
 - c. What will be the challenges in achieving the ideal future?
 - d. What partnerships or alliances will be important in achieving the ideal?

The table below provides a summary of the stakeholders' feedback. If there is one word that would summarize the input from focus group participants that word would be 'more.' While the library is valued as an important community resource (participants praised the programs, staff, facility, and technology of the library), users want more: more programs and classes, expanded hours and staffing, increased access through more parking and public transportation, and improved access to technology and the Internet.

Focus Group Feedback at a Glance				
	Library Staff March 2, 2016 (n=11)	Friends of the Library April 12, 2016 (n=6)	Volunteers May 21, 2016 (n=6)	Business/Community Leaders June 6, 2016 (n=10)
Strengths/Best Features of the Library	Community involvement Programs: Tech, Citizenship, Literacy Volunteers Staff/customer service	Programs: Children, ESL/Literacy, Citizenship Collection Staff	Community involvement Programs Collection Staff	Programs Facility Staff Computer access Community engagement
Ideal Future	Expanded staffing Expanded hours Expanded collection (popular, larger, e-books)	Expanded hours Increased parking	Robust PR/community outreach Expanded hours Increased technology Increased access (parking and transportation)	Expanded hours Expanded staffing Food/coffee shop on premises Increased technology
Recommendations: How do we get there from here?	Increase donations/funding Increase PR/communication to engage the community (including the Chinese community) Engage board Expand technology web presence <ul style="list-style-type: none"> Interactive website Social media outreach Improve collection Improve language access (e.g. interpretation in classes)	Extend hours Increase study space Increase community outreach Increase technology/ computer classes Increase parking Increase staffing	Engage the next generation <ul style="list-style-type: none"> In learning With the collection As volunteer teachers Cooperation with schools Support mothers in accessing services (e.g child care) Increase technology programs Strengthen tutor community	Develop a PR plan for the library to raise visibility Hire space planner/ designer to increase usable space, expand facility and parking Increase collection Increase staffing and hours Increase access <ul style="list-style-type: none"> Parking Transportation



Strengths and Best Features of the Library

“I love this library. I especially love the children’s section and the children’s librarian.”

Community Members had many positive things to say about the Library. The most frequently mentioned assets or strengths of the Library were (in order of frequency):

- Community involvement
 - Central gathering place for the community
 - Safe space for families
 - Volunteer engagement
 - In-kind support (books and technology)
- Library programs
 - Storytime
 - Summer reading
 - Citizenship classes
 - Computer classes and access to computers
 - Literacy/ESL
- Library staff
 - Friendly/helpful
 - Professional
 - Multi-lingual
 - Reflective of/responsive to a diverse local community

In addition, the following strengths were mentioned in two of the four groups: the collection and technology/computer access.

Ideal Future for the Library

When asked to share their thoughts about the ideal future or ‘best case scenario’ for the Library, participants offered a number of ideas. Themes emerged across groups, including (in order of frequency):

- General expansion of:
 - Hours
 - Staffing

- Parking
- Sustainable funding
- Enhanced technology

In addition, the following elements of an ideal future were mentioned in 2 of the 4 groups: Food (from vending machines to a coffee shop), expanded collection, and more robust PR/community outreach.

Recommendations

Participants in three or more groups recommended the following improvements to the library to better meet community needs.

- Extend hours
- Increase community outreach
 - Develop a PR plan
 - Engage the City Council
 - Expand web presence and social media reach
 - Address language access issues
- Improve collection
- Increase funding

Also mentioned in two of four focus groups:

- Enhance the facility
 - Through space planning
 - Through expansion (of both building and parking)
 - Through signage/wayfinding
- Increase access
 - Additional parking
 - Public transportation
- Support for young mothers
- Increase staffing

Appendices

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Appendix A: Methods - Detail

Project Planning with City Staff

Together with the city librarian, the consultant reviewed a proposed scope of work, developed a timeline for completing the project, and created a plan for communicating with staff and other key library stakeholders. The plan to communicate with key stakeholders was grounded in two primary objectives: 1) clearly state the benefits of the project; and 2) engage library staff and key stakeholders as allies in evaluating the library and gathering community feedback about needs.

Staff Survey

The library consultant created an electronic Organization Assessment Survey using the online survey platform SurveyMonkey. The survey asked staff members to rate and comment upon library operations in four areas: 1) facilities, collections, and programs; 2) leadership; 3) community engagement; and 4) systems. In total, 28 staff members completed the survey between February 4 and February 17, 2016.

Dialog with Staff

The library consultant shared a summary of the results of the Organization Assessment Survey with a group of 11 staff members on March 2, 2016. The dialog centered on the following key questions:


- What are the most pressing issues reflected in the survey results?
- What are the key comparative strengths of the library?
- What are staff aspirations for the future of the library (what is the ideal scenario in serving the citizens of Monterey Park)?
- What needs to be done immediately to improve the library and expand capacity to meet community needs?

Separate dialogs were held with the library's staff and management team.

Review of Library Data

The library consultant used statistics published by the California State Library to compare the Monterey Park Bruggemeyer Library to other libraries in the state. A peer group of 12 libraries was selected from cities of comparable size and average household income. The consultant used the most recent (2013) data provided by the California State Library to generate averages for the peer group. Finally, data for Monterey Park was compared to these averages, as well as the averages for all libraries across California. A chart summarizing the comparison data can be found in *Appendix B: Comparison to Peer Cities*.

Community Questionnaire



The consultant worked with the city librarian and the library's board of trustees to develop a set of questions that reflected the specific areas of need the City hoped to assess. The consultant advised the group in the construction of the questionnaire in order to achieve the best results and provided a draft questionnaire for review and beta testing with a small number of library users prior to broad public distribution. The questionnaire was distributed in English and Chinese.

Collection of Feedback through the Questionnaire

With the assistance of library staff, the consultant collected responses from over 200 library users and potential users by 1) placing paper copies of the questionnaire in the library near questionnaire collection boxes; 2) placing a link to an online version of the questionnaire on the Library's webpage; 3) asking program participants to complete the survey; and 4) presenting the questionnaire to community members at meetings outside of the Library (e.g. meetings of associations and/or community coalitions of which the library staff are a part).

Data Analysis - Questionnaire

The consultant completed a quantitative analysis of the data gathered through the questionnaire and provide a draft report on results to the planning team for review.

Focus Group Facilitation

The consultant conducted three additional focus groups with library stakeholders: Friends of the Library, volunteers, and representatives of the business community. The purpose of the focus groups was to have a meaningful dialogue with key library stakeholders about the future of library services. The focus groups affirmed issues and enhanced understanding of community needs gleaned from the comparative data, staff feedback, and the questionnaire.

Data Analysis – Focus Groups

The consultant analyzed the focus group data in order to identify the needs, priorities, and recommendations of community members.

Appendix B: Staff and Management Team Feedback at a Glance

Staff and Management Team Feedback at a Glance			
Group	Strengths/Best Features	Ideal Future	Immediate Needs/First Steps
<ul style="list-style-type: none"> Staff Survey (n=30) Focus Group (n=11) 	<ul style="list-style-type: none"> Community/Loyal Patronage Loyalty, Trust, Value Staff Customer service Diverse: language access Services/Programs Computers/ Citizenship/Literacy Community outreach and engagement Volunteers Outreach (e.g. Chinese New Year) In-kind support Electronics, A/V, International books 	<ul style="list-style-type: none"> Extend hours (5 or 6 on Friday and Saturday evening) Late hours one other night/week Culturally relevant programs (e.g. in Mandarin) Staffing at level before budget cuts, plus Collection Reflects current popular culture Generally larger, including e-books Replaced computers, technology upgraded Collaboration with CBOs (e.g. Boys & Girls Club) Provide access/referral to community resources 	<ul style="list-style-type: none"> Increase funding to support library hours, staffing, collection, and technology upgrades Expand web presence and use of social media (4) Greater interactivity FB, Yelp, Twitter; tap tech Turn outward to form relationships with the community Teach social media Improve and purge/weed collection Increase computer classes (including in other languages); simultaneous interpretation Improve technology with wireless printing, ceiling mounted projector, magstripe reader for payments Build engagement of community leaders (including library board) Address need for emergency generator Migrate from Millennium to Sierra library data system Increase community outreach in order to better adapt to changing community needs.
<ul style="list-style-type: none"> Mgt. Team (n=5) 	<ul style="list-style-type: none"> Customer Service: Friendly staff Diverse: culture and language Alternatives to fines Technology Wi-Fi, high speed Internet Computers The Building Programs Multicultural, diverse Computer classes Literacy programs Chinese collection Outreach to schools, organizations 	<ul style="list-style-type: none"> Expanded hours: Open all day Friday and Saturday (and one more evening) Upgraded technology, systems Improved collection Increase nonfiction collection Weed and replace Inviting Facility/Improved Equipment Coffee shop ambience Specific space for teens Outreach vehicle and book vending machines More plants the building More art 	

Appendix C: Comparison to Peer Cities

	Population	Household Income	Collection per Capita	Expenditure per Capita	Circulation Per Hour Open	Staff: FTEs per 1000	% Budget Spent on Collection	Hours Open per Week
Monterey Park	61,085	\$51.7	2.62	\$29.00	142	0.40	3.98%	39.00
Average - Peer Group*	54,200	\$53.50	2.96	\$51.90	118	0.61	7.63%	39.75
Average - State	38,800,000	\$61.9	3.38	\$48.00	107	0.42	8.82%	42.00

*Includes: Alhambra, Arcadia, Commerce, Colton, Lodi, Monterey Park, National City, San Rafael, Santa Cruz, Tulare, Watsonville, and Woodland. The peer cities are cities with populations ranging between 51,000 and 65,000 with the exception of Commerce (population 13,000) which was included in the peer group because of its proximity to Monterey Park. The peer cities had a range of household income from \$36,900 (National City) to \$77,200 (Arcadia).

Appendix D: Staff Organization Assessment Survey Summary

Monterey Park Library Organization Assessment Survey

1. Rate the library's FACILITIES, COLLECTIONS AND PROGRAMS using the scale provided below.

Answer Options	Demonstrates excellence	Performs adequately	Needs improvement	Don't know enough to answer	N/A
Library programs are developed with the needs of the community in mind	12	14	1	1	0
The library's facilities support public access to collections and programs	14	10	3	1	0
The library's collections meet the needs of the public	5	11	11	1	0
Programs are delivered in a consistently professional and customer-friendly way	16	9	1	2	0
Programs have a consistent positive impact on participants	15	8	2	3	0
Programs are of sufficient scale to meet the community's demand for them	12	8	3	5	0

2. What are 3 important areas of focus for developing the library over the next 3-5 years?

- Collection (general, international, children, teens)
- Engagement of community/community needs assessment
- Facility (including hours of operation)
- Program (including Chinese languages)
- Technology upgrades

3. Rate the organization's LEADERSHIP in each of the following areas:

Answer Options	Demonstrates excellence	Performs adequately	Needs improvement	Don't know enough to answer	N/A
Library leaders (Library Director, managers, and supervisors) support the success of staff and volunteers	7	10	10	0	0
Library leaders conduct employee performance assessments annually	7	14	2	2	2
Library leaders empower people at all levels to make decisions within appropriate limits	9	9	7	2	0
The library offers valuable leadership training opportunities for managers and supervisors	5	7	6	8	1

4. What are 3 important ways the Library can strengthen management and supervision over the next 3-5 years?

- Communication
- Empowerment of employees
- Professional development
- Openness/flexibility

5. Rate the Library's ENGAGEMENT OF THE COMMUNITY.

Answer Options	Demonstrates excellence	Performs adequately	Needs improvement	Don't know enough to answer	N/A
The library's promotional materials are helpful to the community	9	11	3	3	0
The library has a volunteer program that engages community members meaningfully	7	10	5	4	0
The library makes effective use of traditional and social media to raise public awareness of its programs	4	10	11	1	0
The library enjoys broad community support	9	11	2	4	0
The library works with other community organizations to serve the people of Monterey Park	8	10	4	4	0

6. What are 3 things the Library can do to better engage the community over the next 3-5 years?

- Strengthen partnerships (with businesses, individuals, and community organizations).
- Build the volunteer programs.
- Increase marketing/PR efforts (including Chinese language materials).
- Increase outreach/programs for the community.
- Focus on web strategies (including social media).

7. Rate the library's SYSTEMS in each of the following areas:

Answer Options	Demonstrates excellence	Performs adequately	Needs improvement	Don't know enough to answer	N/A
The library's technology meets the needs of the community	9	13	2	3	0
The library measures program activity and impact	6	8	4	9	0
The library uses program performance data to improve services	6	6	3	12	0
The library's circulation system meets the needs of the community	12	9	3	3	0
The library works to improve systems to make them more effective or efficient	8	11	3	4	0



8. What are 3 ways systems can be improved over the next 3-5 years?

- Use data to drive systems/process improvement (circulation data, program impact data).
- Upgrade technology (mobile, computers, printers, Millennium Circulation Services, Sierra, checkout).

Appendix E: Focus Group Notes

Focus Group 1: Staff

March 2, 2016

Number of participants: 11

1. Reaction to Survey (Org Assessment-Priority areas of focus)

- Collection improvement (6)
- Technology upgrades (2)
- Hours of operation (2)
- Staff professional development/empowerment
- PR/Marketing/Web Strategy/Social Media

2. Assets/Strengths/Best Features

- Community (6)
 - Loyal to the Library
 - Trust
 - Value the Library
- Volunteers (3)
 - Energy
 - Diversity
 - Manpower
 - Ideas
- Services/Programs (5)
 - Computers/access to the Internet
 - Citizenship program, passports
 - Computer classes
 - Literacy
 - Demand (reflected in program data)
- Outreach (e.g. Chinese New Year)
- In-kind support

- Electronics
- International
 - Books
 - A/V
- Customer service
 - Meet requests, if possible
 - Refer
- Staff
 - Do the best with what we have
 - Diverse: language access

3. Ideal Future/Best Case Scenario

- Extend hours (5 or 6 on Friday and Saturday evenings)
- Late hours one other night/week
- Culturally relevant programs (e.g. in Mandarin)
- Staffing at level before budget cuts, plus additional staff (2)
- Collection reflects current popular culture
- Collection is generally larger, including e-books
- Mobile catalog app
- Skilled staff
 - Technology
 - Customer Service
- Facility designed for customer access
 - Signage
- Happy, engaged staff focused on customer service
 - Innovative
 - Future-oriented
- Replaced computers, technology upgraded
- Collaboration with community-based organizations (e.g. Boys & Girls Club)
 - Provide access/referral to community resources

4. Recommendations

- Engage library board (4)
 - Innovative
 - Involved, present
 - Future-focused
 - Share staff's vision
 - Users/card holders
 - Youth
- Expand web presence and use of social media (4)
 - Greater interactivity
 - FB, Yelp, Twitter; tap the current trends
 - Use staff who already have skills in this area
 - Train staff/build skills in this area
- Improve and purge/weed collection – fewer, more relevant volumes (2)
- Language access (2)
 - Simultaneous interpretation in classes
 - Increase computer classes offered in other languages
- Improve signage, way-finding at the library
- Staff should turn outward to form relationships and actively engage with the community and increase the library's presence on the web
- Expand programs to teach social media
- Ceiling mounted projector

Focus Group 2: Friends of the Library

Number of participants: 6

1. Assets/Strengths/Best Features

- Programs for children and youth (4)
- ESL/Literacy program (3)
- Print book collection (3)
 - Textbooks

- Staff (3)
 - Friendly
 - Helpful
- ESL program (2)
- Bookstore
 - Size
 - Price of books
- Citizenship program
- Community involvement
- Location
- Open 7 days/week
- Sunday afternoon programs (e.g. Laura Scudder)
- Technology offerings
- Volunteer opportunities for youth

2. Ideal Future/Best Case Scenario

- Expanded hours, 7 days/week (3)
- Increased parking (3)
- Bookmobile to go out to schools, senior centers
- More care for donated books
- More communication with the community
- More computer classes
- More computers
- More funding
- More Spanish language material
- More staff
- More study rooms/space for groups to meet

3. Recommendations: how do we get there from here?

- Extend hours (6)
- Increase space for studying (5)
- Increase community outreach (5)

- Increase technology/computer classes (5)
- Increase parking (4)
- Increase staffing (3)
- Increase space
- Inventory current foreign language material and create a plan for developing the foreign language collection
- Organize book donations
- Purchase one bookmobile
- Replace worn volumes

Focus Group 3: Volunteers

Number of participants: 6

1. Assets/Strengths/Best Features

- Community involvement/energy (6)
 - Meeting needs (resources: computers, books) (2)
 - Center of activity
 - Programs that reflect the community (e.g. citizenship)
 - Safe space for families to do things together
 - Long-term volunteer involvement (e.g. Literacy program)
- Friendly, helpful staff (2)
 - Reflective of the diversity of the community
- The building
- Children's collection
- Willingness to try new things
- Artwork
- Collection
 - Reflective of the diversity of the community

2. Ideal Future/Best Case Scenario

- Robust PR/outreach to draw more people in
 - Those lost to the library community are re-engaged
- Open 7 days a week; full-day Saturday, half-day Sunday
- More technology/access to the Internet

- Easy access
 - Ample parking for patrons
 - Available public transportation
- Serve mothers with babies and young children with family-friendly policies and child care

3. Recommendations: how do we get there from here?

- Engage the next generation (3)
 - As teachers of technology
 - In library service-learning projects
 - Work through local schools
- Increase cooperation with local schools (3)
 - Encourage high school students to teach ESL classes (address insurance issue)
 - Provide school libraries with access to the collections
 - Take the library to the community with volunteer outreach to schools
- Find the 'hooks' in the collection (e.g. film rentals, best sellers, children's books)
- Reduce the waiting list for popular items
- Experiment with different approaches to engaging mothers with babies
 - Provide child care/sitters
- Increase technology programs
 - Classes/exposure to new apps
 - Direct more funding to technology
 - Increase partnerships with tech-savvy Junior Friends who can serve others and build their resumes)
- Lobby City for a parking structure across the street or nearby
- Lobby for an increase in Spirit Bus and Dial-a-Ride to improve access
- Increase meetings for volunteer tutors to build community

Focus Group 4: Business/Community Leaders

Number of participants: 10

1. Assets/Strengths/Best Features

- Programs (6)
 - Variety
 - Passport services

- Storytime for children
- Summer reading program
- Art appreciation (and murals)
- Citizenship classes
- Facility (6)
 - Location – center of city
 - Accessible
 - Across from farmers' market
 - Quaint
 - Cool in the summer
 - Housekeeping
- Staff (5)
 - Friendly
 - Professional
 - Relates to community
 - Language access
 - Reference desk help
- Computer access (4)
 - Serve under-resourced families
 - The wave of the future
 - I-Pads/readers
- Engagement of community
- Home town 'feel'
- Seeing children using the library


2. Best Future

- Expanded (5)
 - Hours
 - Staff
 - Parking (including more covered parking)
 - Technology

- Food/coffee shop (4)
 - Funding for library
 - Job training for youth
 - Classes in entrepreneurship
 - Reconfigure space in the front of the library to accommodate Café
- Enhanced technology
 - Smart Board
 - Teleconferencing capability
- Sustainable funding to support the collection and technology
- Outdoor/open space for kids to talk about the environment
- Dedicated gathering space for teens with integrated technology
- Free downtown Wi-Fi to serve the urban core
- Classes that engage youth (e.g. juggling, uni-cycling)

3. Recommendations: how do we get there from here?

- Visibility/PR (4)
 - Develop a PR plan for the library
 - Engage the City Council
 - Reconfigure hours to capitalize on the Farmers' Market traffic
 - Increase outreach to parents – offerings for children
- Facility (3)
 - Hire a space planner to develop a plan to re-configure space, parking
 - Hire a designer to draw plans for a build-out
 - Convene a committee to develop a plan for expansion
- Programs & Collection (3)
 - Increase DVD collection
 - Increase speakers/topics
 - Change the library taxonomy to a more intuitive system (e.g. by subject)
- Increase staffing/hours (2)
- Funding (2)
 - Address Impact Fees

- 
- Engage business to increase funding for expansion
 - Access (2)
 - Support a parking study for the Civic Center

Increase access through public transportation